DEPARTMENT OF JUSTICE

ACCOUNTABILITY REPORT FOR THE FISCAL YEAR

2003-2004

106-04844/

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ACCOUNTABILITY STATEMENT

The accountability report of the Department of Justice for the year ended March 31, 2004 is prepared pursuant to the *Provincial Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against the Department business plan information for the fiscal year 2003-2004. The reporting of Department outcomes necessarily includes estimates, judgements and opinions by department management.

We acknowledge that this accountability report is the responsibility of the Department of Justice management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Department business plan for the year.

Michael G. Baker, Q.C.
Minister of Justice

Douglas J. Keefe, Q.C.
Deputy Minister of Justice

MESSAGE FROM THE MINISTER

It's my pleasure to share this accountability document with the public. It contains information that will show our progress and accomplishments, financial statistics and performance measures. The Department of Justice provides many vital services in our province. And I'm confident that the information provided here will assure you that our strategic goals are worthwhile goals: improved public safety and security; a reduction in the harmful impact of crime on victims; improved access to justice; and the promotion of the lawful administration of justice.

I would like to take this opportunity to thank each and every one of our staff and managers within the Department of Justice across Nova Scotia. I know how hard they work to provide services that are very important to people of all ages. We look forward to another year of serving the citizens of Nova Scotia.

Michael G. Baker, Q.C.
Minister of Justice

INTRODUCTION

The purpose of this accountability report is to present results of the Department of Justice business plan for 2003-2004. The business plan was developed in view of government's goals and priorities, and specifically around the department's mission, vision, strategic goals and core business areas.

Mission:
The Department of Justice is committed to the fair and effective administration of justice and to excellence in service to the people of Nova Scotia.

Vision:
Nova Scotia is seen to be a place where people and their rights are respected. Justice will provide leadership in partnership with others to build a province where:

- Citizens trust the justice system
- People are and feel safe and secure
- Disputes are effectively and sensitively resolved
- Access to Justice processes are timely and affordable
- Communities actively participate in the justice system
- Diversity is valued and respected

Strategic Goals:

- Improve public safety and security
- Reduce the harmful impact of crime on victims
- Improve access to justice
- Promote the lawful administration of public affairs

Core Business Areas:

- Oversight, governance and advice to police and private security services
- Provision of assistance to victims of crime
- Principled dispute resolution mechanisms
- Correctional services
- Legal services to government

The accountability report is based on the goals, priorities and outcomes set out in the business plan. Therefore, the accountability report should be read in conjunction with the business plan. The report is structured around the department's core business areas - while the priorities of the department may change over time, core businesses do not.

The report contains three main sections: department progress and accomplishments, financial results and performance measures. It also includes supplemental information on crime rates in Nova Scotia.

During this reporting year, the Department of Justice once again experienced significant accomplishments in many areas to further the government's goals and commitments to families and communities. To advance the government's commitments to families and communities, the Department of Justice continued its undertaking to ensure a management approach that engaged not only the top down, but the bottom up. This collaborative approach has and will continue to result in the identification of priorities that will contribute to the Department meeting its strategic direction, goals, mission and vision.

The Department has strategic directions that each supports the other. They are:

- a justice system that is cost effective;
- there is public confidence in the justice system;
- people are and feel safe and secure; and
- people make constructive choices.

Efforts continue to ensure that the justice system is cost effective, as a cost-effective justice system is one in which the public will have confidence. People who have confidence in the justice system will feel more safe and secure. People who have confidence in the justice system will have the confidence to make constructive choices and to explore and utilize alternative dispute resolution methods.

This accountability report will highlight the many accomplishments of the Department of Justice. Policing and Victim Services is continuing their efforts to ensure a safe and secure province by their work with municipalities, police boards and law enforcement agencies province wide, particularly in the wake of September 11th. Their partnership with the Justice Learning Centre to enhance and coordinate police training should be applauded. Likewise, the government response to domestic violence is highlighted throughout the report. Correctional Services' work, including the opening of the new Yarmouth correctional facility, the programs to support the new *Youth Criminal Justice Act*, and the continued work towards a new *Correctional Services Act*, all support efforts to ensure the public is and feels safe and secure.

Court Services continues to enhance the effectiveness, efficiency of, and access to the court systems. Existing systems are being enhanced both in processes and with technology, and efforts are continuing to explore alternative systems so that people can make constructive choices. Legal Services, the government's law firm, continues to enhance their service delivery model and processes to ensure the government's legal work is done in an efficient, effective and professional manner.

All of the accomplishments of the Department are a result of its dedicated and professional staff. 2003-2004 brought many challenges, including two acts of nature, hurricane Juan and the Blizzard of 2004. In each case, the dedicated staff of the Department ensured that essential services to Nova Scotians were maintained in an exemplary manner. The Department is fortunate to have the caliber of employees that it does.

DEPARTMENT PROGRESS AND ACCOMPLISHMENTS

Core Business Area:
Oversight, governance and advice to police and private security services

Priorities:

- ***Continue to develop a framework for the delivery of adequate, effective and efficient police services by:***

    - ***participating in the coordination of efforts to respond to and manage threats to public safety arising as a result of terrorism and organized crime***

      Key to ensuring and improving public safety and security is the core business area relating to oversight, governance and advice to police and private security. In 2003-2004, priorities relating to this core business were identified to enhance public safety and security.

      In the wake of September 11, 2001, the thrust of public safety and security initiatives was on the ability to respond to immediate perceived threats. Because the counter-terrorism thrust is international, we are largely dependent upon the federal government for prevention.

      In 2003-2004, Nova Scotia has reaffirmed the role of the Public Safety Anti-Terrorism Committees of Ministers, Deputy Ministers and Senior Officials. The committees have and continue to work hard to forge strong links between the provincial and federal governments, the RCMP, local law enforcement agencies and other enforcement agencies to understand and address issues to protect public safety in the face of the new era of terrorism.

      Nova Scotia presented its approach to managing public safety issues to the Senate Committee on National Security and Defence at the hearing on September 23, 2003 in Halifax.

      Nova Scotia successfully managed two major public safety incidents, Hurricane Juan and the Blizzard of 2004. All provincial departments rose to the challenges presented, and Justice employees were second to none in ensuring that essential services such as correctional facilities, court facilities, legal advice and infrastructure were maintained during both occasions.

- ***continuing the review of and consultative process regarding the Police Act and Regulations with the intent that amendments be tabled in the House of Assembly in 2003***

  The Department continued consultations with stakeholders to ensure a new *Police Act* and *Regulations* will reflect current policing practices and standards and strengthen the current police governance model. Consultations have been extremely valuable but have delayed the tabling of the proposed new Act and Regulations to the fall of 2004.

- ***strengthening the current police governance model in the province and enhancing the skills and abilities of the bodies that are responsible for police governance***

  Police governance will be strengthened in the new *Police Act*. Skills and abilities of the bodies that are responsible for police governance were reviewed through consultations with executives of the Nova Scotia Association of Police Boards. The consultations identified their training needs, and the Justice Learning Centre has been engaged to coordinate the training requirements. Work will continue on this project in 2004-2005.

- ***working with the Justice Learning Centre (JLC) to coordinate police training***

  Work continued in partnership with the Justice Learning Centre (JLC), and in March 2004 over 60 domestic violence educators returned to the JLC for development and continued conversation concerning domestic violence. The educators came from municipal police agencies, the RCMP, the Department's Policing and Victim Services, Court Services, Correctional Services, Public
  Prosecution Service, Legal Aid, Emergency Measures and the Department of Community Services.

  Policing and Victim Services is continuing work with the JLC to allow the JLC to take over responsibility and coordination of the Integrated Officer Safety course. Planning and discussions will continue in 2004-2005.

- ***working with the Halifax Regional Municipality in responding to the recommendations of the Policing Services Study that relate to areas of provincial jurisdiction***

  Significant progress has been made respecting recommendations of the Policing Services Study for the Halifax Regional Municipality. An integrated policing model has been adopted, integrating the services of the RCMP and Halifax Regional Police Service, a first in Canada. Over half the Policing Services Study's recommendations have been responded to, while talks continue on communication issues.

- ***ensuring that the policing needs of the First Nations in Nova Scotia are adequately addressed and that the federal government pays its appropriate portion***

The Department aggressively pursued negotiations with the federal government to complete a framework to enhance the administration of community tripartite agreements. Further negotiation is necessary.

- ***Develop a framework for the delivery and governance of private security in Nova Scotia***

  Work continued on the review of the *Private Investigators and Private Guards Act*. Policing and Victim Services Division has developed a project plan and will look to stakeholder consultations in 2004-2005.

Core Business Area:
Provision of assistance to victims of crime

Priorities:

- ***Implement a case coordination process in high-risk domestic violence cases***

  Policing and Victim Services Division completed the implementation of a province-wide Domestic Violence Case Coordination Program. The program helps police assess ongoing risks and promotes coordination of high-risk cases of domestic violence. The protocol framework for assessing high-risk domestic violence was adopted by both the Department of Justice and Department of Community Services.

- ***Evaluate the implementation of the action plan to improve the experience of child victims in the criminal justice system and make appropriate modifications***

  The work of the Child Victim/Witness and the Criminal Justice System Implementation Committee continued to examine their earlier action plan. Their goal of ensuring accurate testimony and minimizing the harmful impact on children from their experience in giving criminal court testimony remained focussed. In June 2003 a report was made to the Justice Operations Committee, who reconstituted the committee's mandate to further their objectives. A report and recommendations is expected in 2004-2005.

  To further support the objectives of the Child Victim Witness Program (CVWP), an interactive website for youth, developed by the Toronto Child Abuse Centre, was adopted for use in Nova Scotia.

  Research undertaken by the CVWP indicates that child victims/witnesses still wait to testify at courthouses in excess of two hours. There will be further discussion in 2004-2005 exploring

elements of child-friendly design features that can be considered and built into plans for new courthouses or renovated courthouses, wherever possible.

Core Business Area:
Principled dispute resolution mechanisms

Priorities:

- ***Continue to improve access to the family justice system by:***

    - ***improving speed of access to the Supreme Court (Family Division)***
    - ***developing best scheduling practices in preparation for the development of an automated system***
    - ***resubmitting a proposal to the federal government to expand the Family Division province-wide***

    In 2003-2004, the Court Services Division continued efforts to improve case processing at the Supreme Court (Family Division) by reorganizing intake procedures and supporting the assignment of cases to the general division of the Supreme Court to clear the backlog. The Division examined possibilities for growth of the role of conciliator in the Family Division in an effort to give more people the opportunity to resolve their dispute without having to go to court. A response to the Nova Scotia Proposal to expand the Family Division province-wide is expected before March 31, 2005. Further action is dependent upon the federal response.

- ***Enhance the effectiveness, efficiency of and access to courts by:***

    - ***assessing the impact of alternatives to the formal court system***
    - ***assisting and educating self-represented litigants***
    - ***examining the implementation of other technological aids***
    - ***assessing the viability of video conferencing***
    - ***addressing the requirement to improve courthouse facilities in Nova Scotia through the construction of a new courthouse at Port Hawkesbury and renovations to other courthouses throughout the province***

    The Self-Represented Litigants Initiative released a study on self-represented litigants in Nova Scotia courts; created new and improved information brochures; and hired a project manager to review and implement the report's recommendations.

As well, significant innovations continued in the development of a new criminal case-management system (JEIN); a courtroom scheduling package; and the exploration of Internet-based forms and video conferencing for judicial interim release hearings.

Construction began on the new Port Hawkesbury Justice Centre, while improvements were made to facilities across the province, and a site selection committee reviewed possible locations for a new Lunenburg County courthouse.

- ***Implement court-related programs and services to meet the requirements of the Youth Criminal Justice Act, including the establishment of a youth court in Provincial Court province-wide***

  In 2003-2004, the Youth Court was established in Halifax, Dartmouth and Sydney. Discussions continue with the Chief Judge of the Provincial Court to expand the Youth Court province-wide to improve the effective prosecution of young offenders. It is anticipated that a decision will be made in tandem with the expansion of the Family Division.

Core Business Area:
Correctional services

Priorities:

- ***Continue to enhance the network of safe, secure correctional facilities through the establishment and construction of a new correctional institution in Yarmouth***

  The official opening of Nova Scotia's newest correctional facility took place on March 1, 2004. The completion of the 38-unit complex illustrates the government's commitment to public safety. The new facility marked the continuing shift towards modern design and safety features that ensure the best protection for the public, correctional employees and inmates.

- ***Continue to implement a plan to provide programs and services required to comply with the Youth Criminal Justice Act, including implementation of an Intensive Support and Supervision strategy (ISS) and Intensive Rehabilitative Custody and Supervision (IRCS) sentence of the courts***

  It was recognized that in implementing the *Youth Criminal Justice Act*, it would require collaboration and cooperation of more than one department. In 2003-2004, the Department continued to chair the YCJA Steering Committee made up of representatives from the police, Public Prosecution Service, Court Services, Legal Aid and Correctional Services. The

committee focussed on dealing with implementation issues from a multi-sectoral perspective to ensure the proper administration of the YCJA.

Correctional Services Division has specifically developed programs and services to improve the system's ability to rehabilitate and reintegrate young offenders. Correctional Services developed and implemented an Intensive Support and Supervision Program (ISS) to provide a young person with a higher level of support and supervision in the community. Eight ISS officers were employed for mainland Nova Scotia, and the services were provided in Cape Breton by way of an agreement with the Salvation Army. The program, while in its infancy, will continue to be evaluated in 2004-2005.

Through a funding arrangement with the federal government, Correctional Services Division obtained the infrastructure to implement an Intensive Rehabilitative Custody and Supervision Program. The new program is intended to provide treatment for serious violent offenders suffering from a psychological or mental disorder. In partnership with the IWK Hospital, an agreement was reached that will ensure the services of a psychologist and clinical social worker.

- ***Undertake a broad review of the Corrections Act with a view to modernizing the legislation in the fall of 2003***

  Important consultations assisting in the review of the *Corrections Act* delayed the *Act* from being tabled in the House of Assembly in the fall of 2003. Consultations continued in 2003-2004, and it is anticipated the *Act* will be tabled in the fall of 2004.

- ***Work with the Public Service Commission to undertake an employment equity review of Correctional Services***

  In 2003-2004, considerable work was undertaken to initiate and complete an employment equity review of Correctional Services. The final report, with 144 recommendations, was completed on March 31, 2004 and will be responded to in 2004-2005.

Core Business Area:
Legal services to government

Priorities:

- ***Ensure the best value for government expenditure by:***

  - ***continuing and enhancing our ability to do Government's legal work in an efficient, effective and professional manner***

Service-delivery models were examined to ensure specific client needs were being met. The examination resulted in the reorganization of the service-delivery model to:

- Finance/Economic Development/Energy/Tourism and Culture
- Environment and Labour
- Secure Care

In each instance, it was determined that the establishment of working groups would better serve the needs of these specific clients rather than the traditional assignment of a specific solicitor(s).

- ***ensuring that legal services engaged through the private sector are retained in accordance with the Acquisition of Private Legal Services Policy and the Employment Equity for Crown Law Agents Policy***

  Employment equity guidelines and training were developed and provided to the Legal Services Division to assist in the retaining of outside legal services. The guidelines and training are intended to ensure consistent and equitable application of the Acquisition of Private Legal Services Policy and the Employment Equity for Crown Law Agents Policy.

Core Business Area: The proper administration of justice in the province in partnership with others

Priorities:

- ***Implement the new Justice Enterprise Information Network to facilitate the exchange of information among justice partners and to assist in meeting the requirements and objectives of the Youth Criminal Justice Act***

  Construction and development of the Justice Enterprise Information Network (JEIN) that was initiated in 2000 continues on track and is slated for November 2004. The JEIN system will replace the Justice Oriented Information System (JOIS).

- ***Better monitoring of sex offenders in Nova Scotia by supporting the Federal Government in implementing a national sex offender registry***

  The government and the Department have long supported the creation of a national sex offender registry to assist law enforcement agencies in the investigation of crimes of a sexual nature. The Department continued to be involved at the national level by participating in the federal/provincial/territorial working group. The federal legislation received Royal Assent on April 1, 2004. Implementation issues will be the focus in 2004-2005.

- ***Support the work of the Freedom of Information and Protection of Privacy Act (FOIPOP) Review Committee and respond to the recommendations of the Committee***

  A working group was established to review the recommendations of the FOIPOP Review Committee. The working group made recommendations to the Department with the intent that the Department would respond in early 2004-2005.

  2003-2004 also provided the preparation for the release of the first annual report to be released in early 2004-2005.

  In October 2003, the Department of Justice implemented and released its "Routine Access" policy. The objective of the policy is to provide for the accessibility of certain records that are routinely done. It reflects the spirit of openness and accountability of the FOIPOP legislation.

- ***Improve public safety by examining, in partnership with Service Nova Scotia and Municipal Relations, a program that will increase highway safety and consequently reduce the strain on health care by:***

  - ***studying the Drug Recognition Expert Program for possible implementation by the Provincial Police Service***
  - ***establishing a partnership with the Provincial Police Service and Motor Vehicle Compliance Officers to enhance highway safety***
  - ***undertaking a legislative review with the intent of strengthening the provincial laws in relation to highway safety***

  In January 2004, the Road Safety Advisory Committee reactivated the Alcohol and Drug Countermeasures and Traffic Enforcement Committee (ADCTEC). ADCTEC confirmed their five road-safety initiatives as:

  - research and recommendations regarding passive alcohol sensors
  - random vehicle-stop legislation
  - implementation of a calendar year of checkpoints
  - review the Drug-Impairment Driving Consultation Document
  - review and research the *Criminal Code* BAC legal limit for drinking and driving offences.

  ADCTEC will recommend legislation amendment to further support random vehicle stops. This will enhance the existing case law.

  ADCTEC has also recommended the establishment of specific calendar year checkpoints focussing on four key road-safety issues: speeding, seatbelts, impaired driving and pedestrian, motorcycle and bicycle safety.

The government, through SNSMR, entered into an agreement with the RCMP, as the provincial police service, to partner the enforcement of road safety with respect to commercial vehicles. This will result in closer working ties in the area of joint road checks and shared training, as well as increased security for vehicle compliance officers and expanded enforcement of commercial vehicles.

The Department continues to maintain a national presence on impaired driving matters by having representation on the federal/provincial/territorial working group on impaired driving. Proposed drug-impaired legislation was before Parliament in the spring of 2004 but died when the election was called. The Drug Recognition Expert Program that would be supported by federal legislation has received favourable support and will be further examined by the RCMP for country-wide implementation.

- ***Deliver approved curricula of the Justice Learning Centre in collaboration with the Nova Scotia Community College***

The Justice Learning Centre (JLC) had the Domestic Violence Educators return for a facilitated session to talk about lessons learned when they trained all justice workers on Domestic Violence, the new Framework for Action Against Family Violence (including new enhancements such as the *Domestic Violence Intervention Act*, risk assessment, dominant aggressor). That session allowed an opportunity to talk about the High Risk Case Coordination Protocol Framework. As well, the educators spoke about the role they play in their workplace on domestic violence.

A session was held with Transition House Association of Nova Scotia staff to talk about the High Risk Case Coordination Protocol Framework. The Domestic Violence Case Coordinators attended this session to build relationships and understanding of the role within police agencies.

Facilitation One, a 3-day interactive training to develop process facilitation skills, was offered to Department of Justice leaders and Resources Corporate Service Unit clients.

Justice partners, including police, received logistical support and made use of classrooms across the province through the Justice Learning Centre.

- ***Enhance legal aid services for youth and maintain other legal aid services in the face of eroding federal contributions***

A total contribution of $12.6 million, including an increase of $3 million for 2003-2004, was made to Nova Scotia Legal Aid to ensure the current needs of the program are met, given the reduction in federal contributions.

FINANCIAL RESULTS

Budget Variance (000's)	*Allocations*	*Actual*	*Increase (Decrease)*
Court Services	***$29,876***	***$25,504***	***($4,372)***

Fees collected for services provided by this division were over plan by $2,551,000. As a result of increased activity, fees in a number of areas including court costs and the offices of probate, prothonotary and sheriff were over plan. As well, division expenditures were under budget by $1,821,000. These variances resulted in a net under-expenditure of $4,372,000.

Correctional Services	***$19,325***	***$18,570***	***($755)***

Although expenditures were slightly higher than originally projected, i.e. over budget by $117,000, recoveries were also higher than planned, by $872,000. The net result was an under-expenditure of $755,000.

Policing & Victim Services	***$21,235***	***$20,990***	***($245)***

Expenditures were over budget by $835,000 due to the RCMP contract. However, these expenditures were offset by additional recoveries, also primarily related to the RCMP contract, of $1,080,000. The net result was an under-expenditure of $245,000.

Nova Scotia Legal Aid	***$12,495***	***$12,595***	***$100***

Federal recoveries were under budget by $100,000 resulting in a net over-expenditure of $100,000.

Office of the Chief Medical Examiner	***$1,311***	***$1,570***	***$259***

Increased fees provided to Medical Examiners for ME cases including visiting crime scenes and to pathologists for conducting autopsies resulted in this over-expenditure.

Administration	***$15,175***	***$15,288***	***$113***

No significant variance.

Gross Expenditures	***$196,581***	***$192,190***	***($4,391)***
Net Program Expenses - Net of Recoveries	***$99,417***	***$94,517***	***($4,900)***
Funded Staff (FTE's)	***1,347.7***	***1,321.5***	***(26.2)***

PERFORMANCE MEASURES

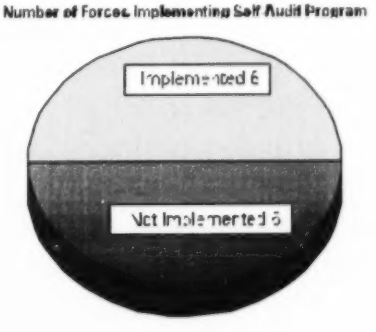
CORE BUSINESS AREA: Oversight, governance and advice to police and private security services

DESIRED OUTCOME: Effective and efficient policing services

MEASURE: Percentage of municipal police services with a self-audit program in place

WHAT DOES THIS MEASURE TELL US?

This measure involves all municipal police services in Nova Scotia. There are currently 12[1] municipal police services.



[1]The 2001-2002 Accountability Report and Business Plan reported a total of 11 municipal police services in Nova Scotia. In 2002-2003, Westville Police became an independent police service, resulting in a total of 12

Self-audits contribute to an effective and efficient organization by providing an ongoing review of the organization's activities with the aim of improving performance. The implementation of the self-audit program can be affected by a number of factors including: police resources and legislative and/or policy requirements.

WHERE ARE WE NOW?

In 2003-2004, six out of twelve municipal police forces (50%) had a self-audit process and had completed a specific risking issue.

Source: Policing and Victim Services, DOJ

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have all municipal forces operating a self-audit process by the end of 2004-2005. In order to achieve this target, the Department sponsored in May 2003 a one-week self-audit training course for all municipal police services. A comprehensive audit policy is also being developed.

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municipal police services.

CORE BUSINESS AREA: **Provision of assistance to victims of crime**

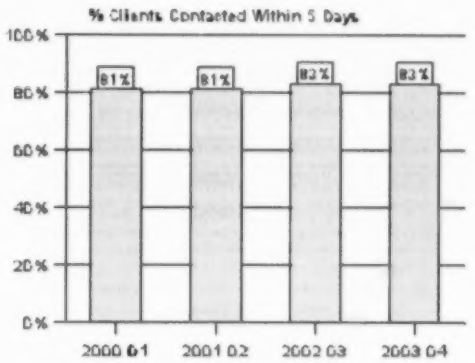
DESIRED OUTCOME: Timely provision of service

MEASURE: The percentage of Regional Victim Service cases where contact with the client is initiated within five days of referral

WHAT DOES THIS MEASURE TELL US?

The length of time between referral to the Regional Victim Services program and contact being made with the client provides information on whether support to victims of crime is being provided in a timely manner. The percentage corresponds to those contacted by a representative of the Victim Services program within five days of referral.

The length of time statistic can be affected by a number of factors including: staff resources, the number of referrals to the program, and the quality of the contact information provided by the referral source at the time of the referral.



Source: Policing and Victim Services, DOJ

WHERE ARE WE NOW?

In 2002-2003, eighty three percent of the cases that were referred to the Regional Victim Services program were contacted within five days of the referral being made. This figure remains unchanged from 2002-2003.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to increase the percentage of cases to 85% by 2004-2005. The program will work with referral sources to ensure complete contact information is provided, allowing for the reduction of delays in client contact.

CORE BUSINESS AREA: Provision of assistance to victims of crime

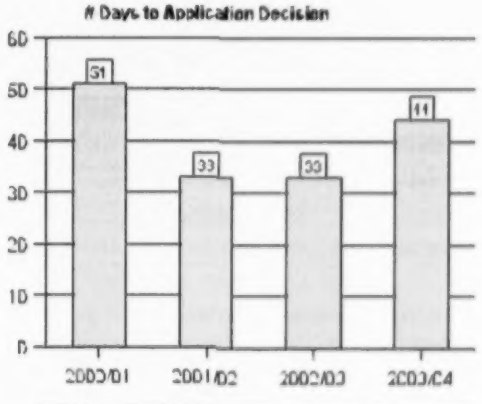
DESIRED OUTCOME: Timely provision of service

MEASURE: Median number of days from date application received by Criminal Injuries Counselling Program until decision rendered

WHAT DOES THIS MEASURE TELL US?

The length of time between when an application is received by the Criminal Injuries Counselling program and when a decision is rendered provides information on whether support to victims of crime is being provided in a timely manner. The figure reported is the median number of days from when an application is received and a decision is rendered.

The length of time statistic can be affected by a number of factors including: the length of time it takes various sources to provide case-relevant information allowing for a decision to be made, the complexity of the case, the workload and staffing of the program, and the overall volume of applications received.



Source: Policing and Victim Services, DOJ

WHERE ARE WE NOW?

The median number of days between date received and decision rendered for applications received during 2003-2004 was forty four. The median number of days increased in 2003-2004 compared to 2002-2003. The increase in 2003-2004 was in part due to staffing shortages at the manager level which has now been remedied.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have a median processing time at forty days or less.

CORE BUSINESS AREA: **Provision of assistance to victims of crime**

DESIRED OUTCOME: Satisfied clients

MEASURE: Client satisfaction with the Child Victim Witness Program

WHAT DOES THIS MEASURE TELL US?

The level of client satisfaction is used to assess the quality of service provided. The level of client satisfaction with the Child Victim Witness program is assessed during an exit interview with the client, a process initiated in July 2002. A scale is used with 1 indicating poor service and 5 indicating excellent service.

The level of satisfaction with the service provided by staff of the program can be affected by a number of factors including: the expectations of the clients, the outcome of the court process and the service provided by program staff.

Source: Policing and Victim Services, DOJ

WHERE ARE WE NOW?

In 2000-2001, based on a preliminary study using a non-representative sample, the level of satisfaction with the service averaged 4.5 out of 5. During the period 2002-2003, the results of 245 exit surveys resulted in an average satisfaction score of 4.5 out of 5, unchanged from the previous time period examined.[2]

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to maintain the level of satisfaction at 4 out of 5 or higher.

[2] The exit survey was conducted during the period December 1, 2002 to November 30, 2003. It should be noted that this does not conform to the standard fiscal year of April1 to March 31.

CORE BUSINESS AREA: Provision of assistance to victims of crime

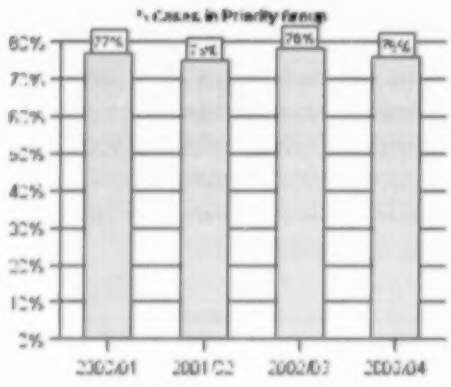
DESIRED OUTCOME: Effective targeting of service

MEASURE: Percentage of cases from Regional Victim Services Program that are in high priority group

WHAT DOES THIS MEASURE TELL US?

The percentage of clients served in the high priority group (i.e., domestic violence cases, offences involving children, homicide, offences causing bodily harm/death, physical assault, robbery, sexual assault, criminal harassment, uttering threats, hostage-taking and kidnaping) provides information on whether the Regional Victim Services is effectively targeting its services.

This percentage can be influenced by a number of factors including: the frequency of specific types of crimes occurring in the population, knowledge of the Regional Victim Services Program among Justice partners in the community, and the number of referrals to the program.



Source: Policing and Victim Services, DOJ

WHERE ARE WE NOW?

In 2003-2004, the percentage of cases that fell into the priority group for Regional Victim Services program was 76%, a slight decrease from the previous fiscal year where the figure was 78%. The program continues to maintain its target for this measure.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to maintain the percentage of cases in the high priority group at 75% or above. Outreach and promotion of the service to key referral sources will continue.

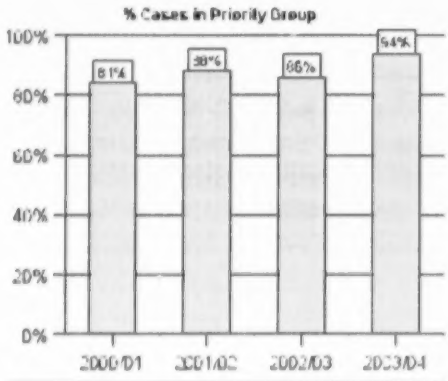
CORE BUSINESS AREA: **Provision of assistance to victims of crime**

DESIRED OUTCOME: Effective targeting of service

MEASURE: Percentage of cases from Criminal Injuries Counselling Program that are in high priority group

WHAT DOES THIS MEASURE TELL US?

The percentage of clients served in the high priority group (i.e., domestic violence cases, offences involving children, homicide, offences causing bodily harm/death, physical assault, robbery, sexual assault, criminal harassment uttering threats, hostage-taking and kidnaping) provides information on whether the Criminal Injuries Counselling Program is effectively targeting its services to priority groups.



Source: Policing and Victim Services, DOJ

This percentage can be influenced by a number of factors including: the frequency of specific types of crimes occurring in the population, the types of applications submitted to the Program for counselling, the policies governing the process, and the interpretation of the policies by Program staff.

WHERE ARE WE NOW?

In 2003-2004, the percentage of cases that fell into the priority group for the Criminal Injuries Counselling Program was 94%, an increase from the previous fiscal year (86% for 2002-2003). The program continues to maintain its target for this measure.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to maintain the percentage of cases in the high priority group at 80% or above. Outreach and promotion of the service to key referral sources will continue.

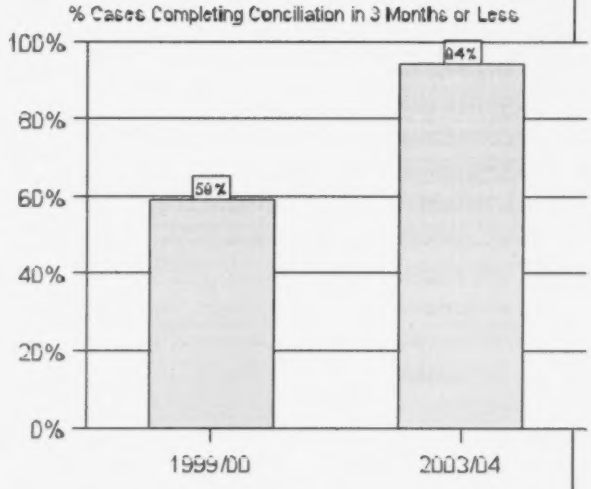
CORE BUSINESS AREA: **Principled dispute resolution mechanisms**

DESIRED OUTCOME: Reduced delay in family court processes

MEASURE: Percentage of cases that completed the conciliation process within three[3] months or less of initiation.

WHAT DOES THIS MEASURE TELLUS?

This measure is useful in assessing the waiting times and the quality of service provided in the conciliation process. The figure reported is the percentage of cases that took three months or less to complete the conciliation process in the Family Division of the Supreme Court of Nova Scotia. The data for fiscal year 1999-2000 is based on a random sample of cases while for 2003-2004 the percentage is based on all cases processed in the Family Division during that fiscal year.



Source: Policy, Planning & Research, DOJ

The indicator is affected by a number of different factors including: the number of cases being processed through the conciliation process, the number of conciliators available to deal with the case, the relationship between the parties, and the effectiveness of the conciliation process.

WHERE ARE WE NOW?

In 1999-2000, 59% of the cases that proceeded through conciliation completed the process in three months or less. In 2003-2004, 94% of the cases completed in 3 months or less. This measure can be impacted by administrative changes and changes in client behaviour. More study would be required to determine exact causes. (Data was not available for fiscal years 2000-2001, 2001-2002 and 2002-2003 since the Department was developing an information management system. That system is now in place with a report generated for 2003-2004.)

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

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[3] In the 2001-2002 Accountability Report, the measure for timeliness of cases processed was the percentage of cases that completed the conciliation process within *six* months or less of initiation. This measure was changed to three months or less as it more accurately reflects the goal of conciliation. In addition, the figure for 1999-2000 was inaccurately reported in both the 2001-2002 Accountability Report and the 2003-2004 Department of Justice Business Plan. The accurate figure is 59%.

The target is, by 2004-2005, to have 70% of the cases complete conciliation in three months or less. The data indicates that this target is currently being achieved.

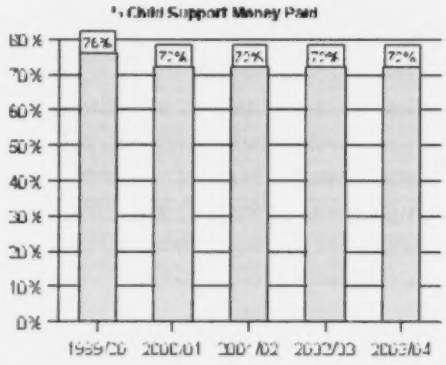
CORE BUSINESS AREA: **Principled dispute resolution mechanisms**

DESIRED OUTCOME: Child support payments paid on time and in full

MEASURE: Percentage of money owed in child support that is collected

WHAT DOES THIS MEASURE TELL US?

The amount of money received by the Maintenance Enforcement Program versus the amount of money realizable from court orders provides information on whether parents who have a child support order from the court are receiving the amount of money which is supposed to be paid to them. The figure reported is the total amount of money received by the program expressed as a percentage of the total amount of money which should have been submitted during the time period.



Source: Maintenance Enforcement Program, DOJ

The collection of child support payments is affected by a number of different factors including: the economic conditions in society, the relationship between the party paying child support and the party receiving it, and the level of enforcement activity carried out by the Maintenance Enforcement Program.

WHERE ARE WE NOW?

In 2003-2004, the percentage of money collected was 72%. This figure has remained unchanged since 2000-2001.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have a collection rate of 74 % by 2004-2005. The program will actively pursue cases in default, particularly those in which a payment has never been made.

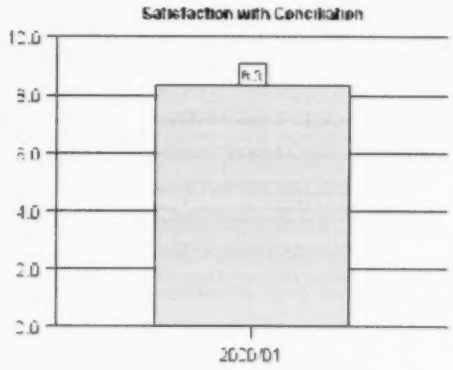
CORE BUSINESS AREA: **Principled dispute resolution mechanisms**

DESIRED OUTCOME: Satisfied clients

MEASURE: Client rating of conciliator performance

WHAT DOES THIS MEASURE TELL US?

The level of client satisfaction with conciliation services provides information on the overall quality of service provided. The rating of the conciliator performance is on a 10 point scale with 1 indicating a low level of satisfaction and 10 indicating a high level of satisfaction. The satisfaction measure is obtained from a telephone survey of approximately 200 conciliation clients who were randomly selected.



Source: Policy, Planning & Research, DOJ

The level of satisfaction with the service provided by conciliators can be affected by a number of factors including the expectations of the clients, the outcome of the conciliation process and the service provided by the conciliator.

WHERE ARE WE NOW?

In 2000-2001, the level of satisfaction with the performance of the conciliator averaged 8.3 out of 10. Plans to collect client satisfaction data were put on hold due to changes occurring in the service delivery process. Court Services has decided to discontinue and the measure will be removed in our 2005-2006 business plan.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to maintain the level of client satisfaction above 7.5 out of 10.

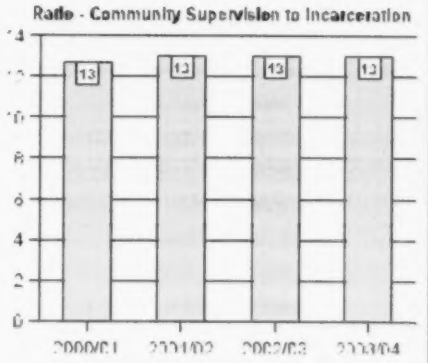
CORE BUSINESS AREA: **Correctional services**

DESIRED OUTCOME: Effective use of alternatives to incarceration

MEASURE: Ratio of adults under community supervision to adults in facilities

WHAT DOES THIS MEASURE TELL US?

The ratio of adult offenders in Nova Scotia under community supervision to adult offenders in facilities is calculated by adding the number of offenders on probation, serving conditional sentences, on temporary absence and on day parole, divided by the number of adult offenders held in custody in correctional facilities. This indicator provides information on the extent to which alternatives to incarceration are being used. It can be affected by a number of factors including: sentencing practices of judges, the use of discretion on the part of Correctional Services workers in granting temporary absences, and the nature of the offence committed by the offender.



Source: Correctional Services, DOJ

WHERE ARE WE NOW?

For 2003-2004, there were 13 adult offenders under community supervision for every adult offender in a correctional facility.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have the ratio increase to 14 to 1 by 2004-2005 through the use of the temporary absence program, parole, diversion programming, fine options, and other alternatives to reduce the need to incarcerate sentenced offenders.

CORE BUSINESS AREA: **Correctional services**

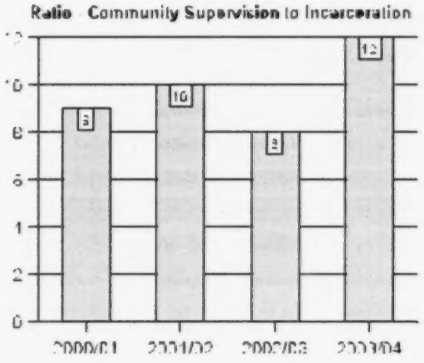
DESIRED OUTCOME: Effective use of alternatives to incarceration

MEASURE: Ratio of youth under community supervision to youth in facilities

WHAT DOES THIS MEASURE TELL US?

The ratio of young persons in Nova Scotia under community supervision to young persons in facilities is calculated by adding the number of offenders on probation, serving community portions of their sentences, on temporary absence or reintegration leave, and on day parole, divided by the number of young persons serving sentences in youth correctional facilities.

This indicator provides information on the extent to which alternatives to incarceration are being used. It can be affected by a number of factors including: sentencing practices of judges, the use of discretion on the part of Correctional Services workers in granting temporary absences or reintegration leaves, the nature of the offence committed by the offender and changes in legislation/policy.



Source: Correctional Services, DOJ

WHERE ARE WE NOW?

For 2003-2004, there were 12 young persons under community supervision for every young person in a youth correctional facility.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to maintain a ratio of 10 to 1 or greater. Reintegration planning, in accordance with the new *Youth Criminal Justice Act* will assist staff in developing appropriate release plans for youth that will see them released to the community under supervision at the earliest appropriate time. This trend will continue to be monitored to assess the impact of the *Youth Criminal Justice Act*.

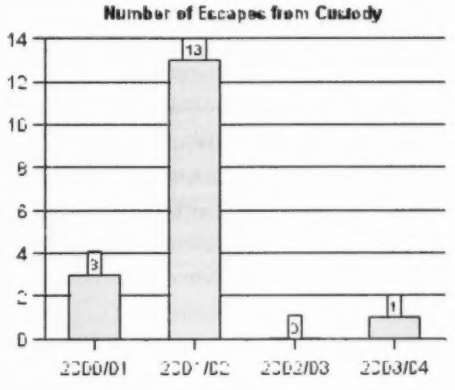
CORE BUSINESS AREA: **Correctional services**

DESIRED OUTCOME: Safe and secure facility operations

MEASURE: Number of escapes per year from a correctional facility

WHAT DOES THIS MEASURE TELL US?

The number of escapes from custody in a year provides information on the security level of correctional facilities. The figure reported is the total number of escapes from adult and young offender facilities. The number of escapes indicator could be influenced by a number of factors including: the number of offenders incarcerated, staffing resources, effectiveness of security policies and procedures, and the effectiveness of correctional staff in maintaining security.



Source: Correctional Services, DOJ

WHERE ARE WE NOW?

In 2003-2004, there was 1 escape from an adult or youth correctional facility.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to continue to have no escapes. The opening of the Central Nova Scotia Correctional Facility has minimized the risk of escapes.

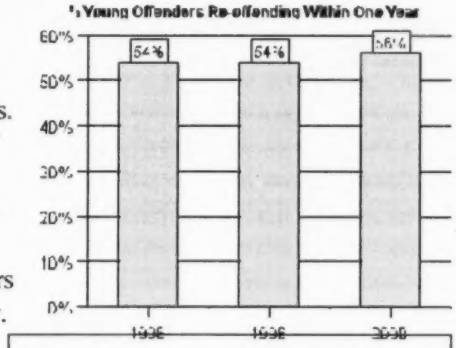
CORE BUSINESS AREA: **Correctional services**

DESIRED OUTCOME: Reduced recidivism

MEASURE: Percent of incarcerated youth who re-offend within one year of release

WHAT DOES THIS MEASURE TELL US?

The percentage of incarcerated young persons who are convicted of a criminal offence within one year of release is one of the key indicators of recidivism among young persons. This statistic is derived from a systematic random sample of cases where approximately half of the young persons incarcerated in a youth correctional facility have a follow-up done to see if they have subsequently been convicted of a criminal offence. Data are collected approximately two years after the young person is released from a correctional facility.



Source: Policy, Planning & Research, DOJ

The level of re-offending can be affected by a number of different factors including: the success of rehabilitative programs/services, enforcement activity by the police, support offered by the family of the young person, levels of delay in the court system where a conviction would take place, and the level of support and/or supervision provided by probation officers.

WHERE ARE WE NOW?

For the 2000 group of young offenders, 56% re-offended within one year of release from the correctional facility. This figure is a slight increase when compared to the 1998 figure. When considering this measure, it is important to note that Nova Scotia has one of the lowest incarceration rates in Canada. This low rate reflects the fact that other sentencing options are exhausted before youth are incarcerated. As a result, youth sentenced to custody usually have extensive records and are at a high risk to reoffend.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have the percentage of young persons re-offending within one year decrease to 50% in the 2004-2005 reporting year. New modes of supervision for youth are being developed, and Restorative Justice and Centre 24-7 will also help reduce the risk of re-offending.

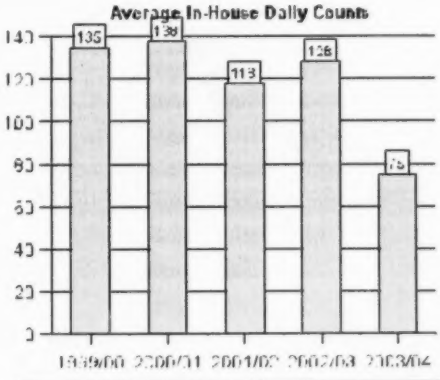
CORE BUSINESS AREA: **Correctional services**

DESIRED OUTCOME: Reduced incarceration of young offenders

MEASURE: Daily in-house population counts

WHAT DOES THIS MEASURE TELL US?

The daily in-house population counts for young persons tell us the number of young persons who are in a correctional facility at any one point in time. The figures reported are an average of the daily in-house population figures for a fiscal year period, and includes offenders who are remanded and those serving sentences. The figures exclude young persons on approved conditional releases from the youth correctional facility, e.g., temporary absences and reintegration leaves.



Source: Policy, Planning & Research, DOJ

The in-house population counts can be affected by a number of different factors including: the number of offenses taking place, their seriousness, and judicial discretion with respect to remanding young persons into custody and in using non-custodial sentencing options.

WHERE ARE WE NOW?

For 2003-2004, there was, on average, an in-house population count of 75 young persons. This figure represents a 41% decrease from the previous fiscal year (128 in 2002-2003). The significant decrease observed in 2003-2004 is primarily due to the implementation of the *Youth Criminal Justice Act*, which specifically sets out that other options to incarceration must be considered. The *Act* has had a significant effect on youth incarceration rates not only in Nova Scotia but across Canada.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have an average daily in-house population count of 124 or less.
It is anticipated that reintegration planning (releasing youth back into the community under supervision at the earliest appropriate point in their sentence) coupled with new modes of supervision for youth, will reduce the incarceration rates of young offenders.

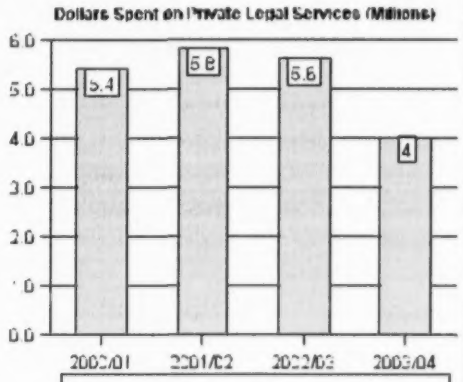
CORE BUSINESS AREA: **Legal services to government**

DESIRED OUTCOME: Cost-effective delivery of legal services

MEASURE: Annual cost to government of private legal services

WHAT DOES THIS MEASURE TELL US?

The amount of money spent during the fiscal year on private legal services for the Government provides information on the extent to which Government is procuring work from private lawyers/legal consultants rather than using internal resources. The dollar amounts reported are obtained from the Nova Scotia Department of Finance and represent all payments to law firms coded as 'legal services.'



Source: Legal Services, DOJ

The annual cost of private legal services is influenced by a number of factors including: the need to acquire outside legal advice for specialized cases requiring a high level of expertise in an area, and policy decisions to increase internal legal resources to handle cases.

WHERE ARE WE NOW?

In 2003-2004, the dollar figure for the annual cost to Government of private legal services was $4.0 million. This figure represents a decrease from 2002-2003.

WHERE DO WE WANT TO GO/BE IN THE FUTURE?

The target for this measure is to have an annual cost of approximately $3 million by 2004-2005. Building capacity within the Legal Services Division should reduce the need for private legal services.